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Strengthening Family Planning تعزيز تنظيم الأسرة Project

Human Resources Management Department and Capabilities Assessment at Jordanian Association of Family Planning and Protection (JAFPP)

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A. INTRODUCTION

This report presents the finding of the Ta’ziz assessment of JAFPP’s Human Resources Management (HRM) policies, procedures, and capacity. Based on the assessment findings, the Ta’ziz team will facilitate a stakeholder process together with JAFPP to identify the principal gaps in each of the three areas. Together with JAFPP directors and senior managers, the team will map the improvements needed in each area and document them in an area-specific improvement plan.

The goal of the HR system improvements will be to ensure that JAFPP has the right people with the right skills in the right places to deliver the highest-quality service and that employees enjoy a long tenure at JAFPP. In order to improve retention and motivation of staff, the team will facilitate the enhancement of the enabling environment for employees, emphasizing not only monetary factors, but also role clarity, fairness of treatment, and recognition for good performance.

The assessment was conducted using a well-tested HRM assessment tool developed by Management Sciences for Health with USAID funding. The tool includes six broad areas: human resources capacity, human resources planning, personnel policy and practice, human resources data, performance management, and training. There are 23 human resource components that fall within these six broad areas of human resource management. The 23 detailed components represent the core functions of an effective human resource system. JAFPP staff charged to implement the existing HRM activities was involved with Ta’ziz team in every step of the assessment process. This included the president, CEO, the Financial Manager and the CEO Secretary.

The 23 human resource components have been assessed at JAFPP and the characteristics that describe JAFPP level of maturity in each component have been introduced in a matrix that includes:

- A brief explanation of the importance of each of the 23 HR components.
- Characteristics that describe each HR component maturity at JAFPP
- Existing evidence (e.g., documents or practices) that verifies these characteristics

B. FINDINGS SUMMARY

JAFPP has undergone many attempts to develop its human resources systems and capacity. None of these attempts, however, were sustained. The previous efforts for improving HRM were driven by former projects or by the IPPF, and were thus seen as external to the Association and met with resistance from the BOD and Management. As a result, JAFPP presently has in hand many versions of HR policies and procedures, including several organizational restructuring documents, HR policies, rules, and regulations, and job descriptions. Many of the documented HRM instruments do not follow sound management practices. In addition, they are not followed in JAFPP every day operations. This plethora of HRM documents has led to confusion and ultimately apathy within the association concerning HRM practices.

HRM was dramatically affected during the period when the Ministry of Social Development governed the Association; the board interfered in every detail of staff management, they made decisions on training, compensations, transfer of doctors and selection of new staff without consulting or engaging the management and technical staff. HRM issues were the roots of much disagreement at the board level. At this point, HRM, and even basic personnel functions are not carried out in a systematic manner. The assessment shows that there is no HRM department and HRM activities are limited to basic personnel functions which are carried out by the secretary of the Executive Director.

The detailed results of the assessment are presented in the table below.

C. RECOMMENDED ACTION/NEXT STEPS

In order to ensure implementation and sustainability of needed HR improvements identified by this assessment, Ta'ziz and JAFPP senior management will work in partnership on the following high-priority interventions:

1. Develop a comprehensive HRM manual that introduces practical and basic HRM practices which can be applied and sustained by the Association, eventually with no outside assistance.
2. The HRM manual will become the official unified reference for HRM at JAFPP.
3. Support the training and continuous coaching of a JAFPP manager formally assigned to undertake HRM responsibilities. At least in the near term, this existing manager will become the de facto HR Manager for the Association.
4. Provide the Executive Director and HR manager with all means required to support managing a successful transformation of JAFPP into an organization with institutionalized HRM.

D. DETAILED ASSESSMENT OF THE SIX MAIN AREAS OF HRM

HRM Area & Component	Importance	Stage of Development for HRM and Characteristics at JAFPP	Documents & Operations Indicators
HRD Capacity			
HRM Budget	Allows for consistent HR planning and for relating costs to results.	There is no budget allocated for HRM staff or HRM activity within JAFPP.	Annual budgets have never included HRM activities or operational costs.
HRM Staff	Staff dedicated to HRM is essential to policy development and implementation.	There is no staff specifically charged with responsibility for HRM Functions. Basic procedures and record keeping functions are maintained by the Executive Director's secretary and the board is heavily involved in recruitment, transfer and training of staff.	The formal organizational structure and job descriptions incorporate a head of personnel affairs division that reports to the financial & administrative affairs manager. His/her job description covers the HRM functions. The position is vacant and functions are not activated.
HR Planning			
Organizational Mission/Goals	Mission provides directions to HRM activity and to the work of staff.	Mission and goals exist on paper. They are interpreted in different ways; there is no consensus among staff and leadership. There are limited HRM activities, which are not linked to the JAFPP mission/objectives	The by-law is the document that states the mission and overall objectives of the association.
HR Planning	Allows human resources to be used efficiently in support of organizational goals. Succession planning ensures smooth leadership transitions.	No annual HR plan exists. New recruitments are not based on a formal assessment of the mission, organizational goals or staffing needs. New recruitments are driven by replacing those who quit. There is no succession plan.	It is a task of the personnel affairs head of division that is not implemented.
HRM Data			

HRM Area & Component	Importance	Stage of Development for HRM and Characteristics at JAFPP	Documents & Operations Indicators
Employee Data (e.g. <i>number of staff, location, skill/education level, gender, age, year of hire</i>)	Allows for appropriate allocation and training of staff, tracking of personnel cost.	Most of the data are available but not systematically updated. HR data are not used in HR planning or forecasting.	Information is maintained in employee files that are kept at the Executive Director secretary's office.
Computerization of Data	Accessible, accurate, and timely data is essential for good planning	HR records and information are not integrated into the existing high-quality HMIS.	The Executive Director's secretary generates Excel tables for basic personnel data upon request. Salary calculations and leaves are tracked in the financial system.
Personnel Files	Provide essential data on employee's work history in organization.	Limited and paper-based employee personnel files are maintained but not regularly updated.	Executive Director secretary is in charge of this task.
Personnel Policy and Practice			
Job Classification System	Allows organization to standardize the jobs and types of skills it requires	A job classification system exists, but it is not used as a basis for other HRM functions (e.g., hiring, salary, and benefits). It was not also derived from a job analyses. The existing classification system is flat (i.e. each job title has one grade with no ranks), which makes it very rigid and does not allow for promotion through ranks and grades.	The existing job classification system has 15 grades. Jobs are positioned under these grades (Executive Director is the only job placed in grade 15 - the highest grade; deputy Executive Director is placed in grade 14; first level managers –grade 13; Heads of divisions and some executive jobs-grade 12; physicians – grade 11; etc.).

HRM Area & Component	Importance	Stage of Development for HRM and Characteristics at JAFPP	Documents & Operations Indicators
Compensation and Benefits System	Allows for equity in employee salary and benefits, tied to local economy	<p>A formal system for determining the salary scale and benefits provided to each job classification exists. Yet, it is not used consistently.</p> <p>Benefits in the formal system are limited to: the social security, health insurance, annual and sick leaves, and a one month salary bonus.</p>	<p>Employees in same positions, with similar qualifications and years of experience are not paid the same salary. There are no clear criteria that describe salaries of existing employees.</p> <p>Compensation and bonuses other than those specified in the formal system are issued on an ad-hoc basis by the Board.</p>
Recruitment, Transfer and Promotion	Assures fair and open process based on candidates' job qualifications.	<p>There is a formal process for recruiting, but is not followed. The Board is engaged in any recruitment in the organization through a recruitment committee that comprises 2 board members in addition to the Executive Director.</p> <p>There is no formal process for transfer and promotion of employees.</p>	Recruitment, transfer and promotion have historically been decided by the Board on an ad hoc basis. This is creating a feeling of job insecurity every time a new board is elected.
Orientation Program	Helps new employees to identify with the organization and its goals/values.	There is no formal orientation program for new employees.	Doctors, nurses and social workers are provided on-the-job training, but this is not implemented in a regular manner.
Policy Manual (e.g. <i>organizational chart, work hours, time sheets, policy, discipline, grievance, benefits, legal, travel</i>)	Provides rules and regulation that govern how employees work and what to expect.	<p>A policy manual exists, but is outdated and does not include all of the relevant information and sets rules and regulations but does not describe operations and used forms.</p> <p>The policy manual is not available to all employees and is not always used as a basis for personnel decisions.</p>	JAFPP HR policy is documented in a rules and regulations document and in an organizational structure and job description document.

HRM Area & Component	Importance	Stage of Development for HRM and Characteristics at JAFPP	Documents & Operations Indicators
Discipline, Termination, and Grievance Procedures	Provides fair and consistent guidelines for addressing performance problems.	No formal procedures exist	No discipline measure or termination or grievance indicators were reported. Yet transfer of employees between clinics has always been seen as a punishment or promotion. Also, employees reported that there were attempts to terminate their contracts.
Relationships with Unions or professional associations	Promotes understanding of common goals and decreases adversarial behaviors.	There is no link between JAFPP HRM and the relevant unions or professional syndicates.	Only nurses and doctors are members of their relevant syndicates, which are mandatory for these professions, but links do not exist between these syndicates and JAFPP.
Labor Law Compliance	Allows organization to function legally and avoid litigation.	Existing HRM policies are in compliance with the labor law, but this is not checked on regular basis nor has been formalized with Ministry of Labor.	Existing rules & regulations document was not approved by Ministry of Labor to prove compliance with Jordan's labor law
Performance Management			
Job Description	Defines what people do and how they work together.	Most staff persons has job descriptions, but they are not up to date and are very general, lacking detailed job responsibilities and introducing overlapping between job descriptions. A number of occupied job positions do not have their job descriptions.	The recent formal organizational structure and job descriptions were developed in 2007 and is documented in a manual.
Staff Supervision	Provides a system to develop work plans and monitor performance.	There are established lines of authority, but the supervisor's role and function is not well understood.	No clear systems or procedures that govern the headquarter-clinics relationships.

HRM Area & Component	Importance	Stage of Development for HRM and Characteristics at JAFPP	Documents & Operations Indicators
Work Planning and Performance Review	Provides information to staff about job duties and level of performance	<p>There is a formal performance review system but does not include work plans, performance objectives, or development plans which are jointly developed with staff. The system is based on a subjective evaluation of skills and competencies that are not linked to accomplished work.</p> <p>Performance evaluations have not been carried out for the past four years.</p>	The formal performance system is documented in the HRM rules and regulations document.
Training			
Staff Training	A cost-effective way to develop staff and organizational capacity.	<p>There is no established training program. Training is offered on ad-hoc basis not linked to staff performance needs. It is not available for all staff and is not evaluated for results.</p>	Head of Medical Services is the only manager that trains doctors and nurses on a regular basis.
Management & Leadership Development	Leadership and good management are keys to sustainability	<p>There is no policy or philosophy regarding the importance of developing strong management capacity and future leaders for the organization.</p> <p>Training in management and leadership development has only been a by-product of donors' capacity building activities.</p>	Executive Director and management have not received any specialized training in management and leadership in the past four years.
Links to External Pre-service Training	Pre-service training based on skills needed in the workplace is cost effective.	<p>No formal link exists with pre-service training institutions that train health sector employees.</p> <p>Existing relationship is limited to donor-funded training initiatives.</p>	JAFPP medical staff benefit from USAID-funded projects' training activities. This relationship is not institutionalized.